

Patrick S Ryan

My philosophy: Sustainable improvement in business results is directly proportional to the quality and effectiveness of leadership.

Biographical Profile

Completed a rewarding career with Merck and Co, Inc totaling 32 years of experience in pharmaceutical operations, both line and staff, spanning quality control, manufacturing, packaging, planning and logistics. Exposure has been in both union and non-union cultures.

- Leadership roles as first line supervisor, middle level manager, plant manager and vice president. Became the youngest Plant Manager in Merck Operations history at age 35. This opportunity as Plant Manger which lasted 19 years was the highlight of my leadership experience.

"...our Wilson site has set the standard for what a manufacturing plant should be not only for Merck but worldwide within the pharmaceutical industry. As a matter of fact it could be the standard for manufacturing no matter what sector they are from.....it goes to the culture and quality of the employees"

Quote from Richard T. Clark - Chairman, CEO and President of Merck and Co, Inc at the dedication of Merck's new facility in Durham NC in October 2008.

- Leadership extended beyond the corporate world to include 9 chairmanship roles in a variety of civic and non- profit organizations over the past 18 years.
- Key strategic roles include over 4 years of responsibility to assist the manufacturing division President and his leadership team 1) create a **lean** operation modeled after the Toyota Production System and 2) create a high performance culture focusing on employee empowerment and ownership.
- Characterization of my skill set by those I worked for, who worked with me and for me:
 - Communicator
 - Coach
 - Team builder
 - Collaborator
 - Motivator
 - Organized
 - Decisive

Specific examples/ accomplishments:

As Plant Manager:

- Led site to establish first asset management culture 3 years prior to the division adopting the lean culture modeled after the Toyota Production System.

- Led effort as first US site and first post pilot site to incorporate the lean culture in 2005. The impact of the asset management activity and the installation of *lean* reduced our cost per unit >50% over a 5 year period.
- Led the site in securing the Corporate Safety Award (CEO's award). Achieved several significant milestones for work hours without a lost time injury.
- Led the creation of the first team based culture in the Manufacturing Division which focused on employee empowerment and business ownership.
- Led efforts to launch 23 new products for Merck over a 25 year period.
- Enabled an empowered employee culture recognized by PEPI (Positive Employee Practices Institute) for excellence in positive employee practices – Showcase Company of the Year 1993.

As VP of Latin America:

- Responsible for successfully launching lean strategy in three sites in the region. Results included reductions to unit cost by an average of 30% across the region over a two year period. Reduced inventory by 27% and improved on time delivery to 98% in the same period.
- As a participant in the Latin America Business Team composed of marketing, research and manufacturing we coordinated activities for developing/implementing a strategy to establish emerging markets in the region e.g. Brazil.